

2 July 1965

PLANNING MEMORANDUM

Schedule of Actions

1. The DD/S&T offices will be requested to provide the specific programs and resources requirements for the first five year period by year and the long range program goals for the second and third five year periods using the categories and sub-categories listed in Appendix A (with additions where necessary) and in a format compatible with Appendix B by 16 July. It is anticipated that each office will provide one or two support planners to the DD/S&T planning group for this exercise.

2. The office contributions required under paragraph 01 will be collated into a DD/S&T package by 23 July for submission to the Agency planning group. It is anticipated that this collation exercise will require the office planners acting as a staff in support of the DD/S&T plan.

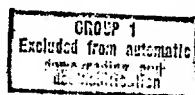
3. By following the above schedule, it will be possible for the Agency planning group to develop an integrated Agency plan with adequate time to revise the format, establish priorities, and develop any additional support papers in time to meet the 1 September deadline.

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NRO review(s) completed.

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APPENDIX A

PROPOSED ORGANIZATION OF FUNCTIONAL CATEGORIES
FOR FIFTEEN-YEAR PLAN

- A-1 Intelligence Collection
- A-2 Information Processing and ADP
- A-3 Intelligence Production
- *A-4 Covert Action
- A-5 Program Planning and Support

*It is assumed that only the Central Intelligence Agency could make a meaningful contribution under this section and that programs would not be subject to USIB review.

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A-1

INTELLIGENCE COLLECTION

I. OVERHEAD PHOTOGRAPHY

- A. System Wide
- B. Satellites
- C. Aircraft
- D. Drones
- E. Balloons

II. SIGINT (Overt and Covert)

- A. System Wide
- B. Fixed Stations
- C. Satellites
- D. Aircraft
- E. Ships

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Appendix B-1

PROGRAM GOALS: 1966-1970

CATEGORY: INFO PROCESSING/ADP

Sub-Category

Goals

Sponsor

V. PHOTO INTER-
PRETATION

A. System Wide

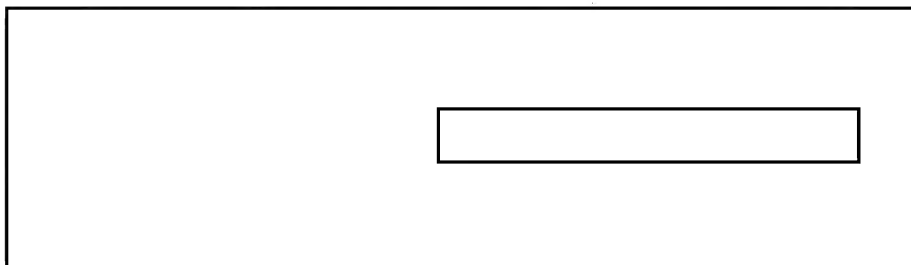
To enlarge the scope and expand the responsibilities and capabilities of the National Photographic Interpretation Center so that it may provide integrated, timely exploitation of all nationally significant photographic and other image producing systems.

NPIC

B. Photo Imagery

To provide a national effort capable of handling the steadily increasing volumes of higher resolution photography and to prepare for the real-time readout of remote "dumping" systems for use in fast developing situations.

C.



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Appendix C

PROJECT SCHEDULE FOR THE FIFTEEN-YEAR PLAN

<u>Subject</u>	<u>Completion Date</u>	<u>Action</u>
1. Assumptions	1 September 1965	Agency submission (NIPE coordinator)
2. Intelligence Objectives	1 September 1965	Agency submission (NIPE coordinator)
3. Planning Needs	1 November 1965	Agency submission (NIPE coordinator)
4. Forecast of Long-Range Goals	1 January 1966	Agency submission (NIPE coordinator)
5. Forecast of Programs/ Resources (For Fiscal Year 1966-1970)	1 July 1966	Agency submission (NIPE coordinator)

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Appendix C

PROJECT SCHEDULE FOR THE FIFTEEN-YEAR PLAN

<u>Subject</u>	<u>Completion Date</u>	<u>Action</u>
1. Assumptions	1 September 1965	Agency submission (NIPE coordinator)
2. Intelligence Objectives	1 September 1965	Agency submission (NIPE coordinator)
3. Planning Needs	1 November 1965	Agency submission (NIPE coordinator)
4. Forecast of Long-Range Goals	1 January 1966	Agency submission (NIPE coordinator)
5. Forecast of Programs/ Resources (For Fiscal Year 1966-1970)	1 July 1966	Agency submission (NIPE coordinator)

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1. INTRODUCTION:

The attached document is provided in response to the "Planning Memorandum", dated 2 July 1965, from [REDACTED]

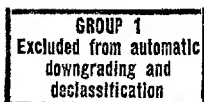
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[REDACTED] The attachment is in the format provided by "Proposed Outline for Fifteen-Year Intelligence Plan", TS 192619, 28 May 1965, revised 2 June 1965. Additional comments explanatory of the basis on which the plan was prepared are included in this memorandum. Other comments have been presented earlier in an OSA memorandum "Fifteen Year Planning Exercise Comments", dated July 1965,

2. ROLE OF THE OFFICE OF SPECIAL ACTIVITIES, DDS&T, IN COMMUNITY INTELLIGENCE COLLECTION ACTIVITIES:

The Office of Special Activities, DDS&T has responsibility for the development, procurement, and operation of quick reaction airborne intelligence collection systems, excluding satellites, designed for penetration of denied areas. As such, this includes the covert development, procurement, and operation of the airborne platforms and the payloads, together with necessary ground support operations. Certain payload components, developed by other offices (ORD, OEL) may be

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operated in OSA developed platforms. In addition, the office supports Agency and inter-Agency procurements in contracting and security. However, these additional efforts are not included in the attached plan, except as they affect the office manning and related personnel costs.

The Special Activities programs do not include airborne systems designed for peripheral collection (obviously the systems can, and are used for such peripheral collections when needed.) The general class of systems are designed for quick reaction and recovery of data; it is apparent, however, that usage for more routine collections is frequent and desirable, both to supplement other collection systems, (providing high quality, specific targeting), and to maintain and improve system performance for crisis operations.

3. INTER-RELATION OF THE OFFICE OF SPECIAL ACTIVITIES,
DDS&T AND THE SPECIAL PROJECTS STAFF, DDS&T:

OSA/DDS&T is responsible for airborne systems, SPS/DDS&T is responsible for satellite-borne systems. For technological reasons, the techniques used in these two classes of systems have many significant differences. However, the eventual use

of technological overlap. We do not consider that the satellite systems will provide a total replacement for all

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airborne operations, on the basis of costs and vulnerability.

It is recognized that the projected [] developments will provide much that is now done on an airborne basis, much as CORONA/[] have largely assumed the primary IDEALIST mission but not the secondary IDEALIST quick reaction operation in areas where the system can reasonably survive the hostile environment.

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4. INTER-RELATIONS OF THE OFFICE OF SPECIAL ACTIVITIES AND THE OFFICE OF RESEARCH AND DEVELOPMENT, OFFICE OF ELINT, OFFICE OF COMPUTER SERVICES, OFFICE OF SCIENTIFIC INTELLIGENCE OF THE DDS&T, AND THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER, DD/I:

a. ORD/DDS&T

While OSA has general system responsibility, ORD is doing development work [] particularly for application in platforms under OSA jurisdiction. In addition, ORD is doing research in the fields of image

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[] of possible future application. The application of ORD developments to operational collection efforts is performed in close cooperation with OSA.

b. OEL/DDS&T

OEL has been charged with the development and integration of the ELINT and SIGINT collection payloads for application to the OSA systems. In addition, OEL/DDS&T has primary responsibility in support of OSA collection platforms.

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for the development and integration of Electric Countermeasures equipment deemed necessary to make collection systems less vulnerable in hostile environments. Also, in support of this mission, OEL is responsible for existing dynamic collection techniques against hostile electronic threats.

c. NPIC/DDI

As the principal user and using agencies coordinator. OSA must work closely with NPIC in the development of photographic systems. The current photographic recording medium (silver halide film) provides a clear interface point; OSA has the responsibility to provide the processed original negative, and an adequate number of prints, to the users, with adequate auxiliary data to allow full exploitation. With the coming developments in other recording media, and in the

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data, the interface will become less clearcut; the actual interface will depend on the joint activities of the Office of Communications, DD/S, the Office of Computer Services, DDS&T, the National Photographic Interpretation Center, DDI, and the Office of Special Activities, DDS&T.

d. OCS/DDS&T

As noted above, the Office of Computer Services will play an increasingly strong role in the photographic collection/analysis systems; providing required services in processing of image data prior to and after transmission.

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e. OSI/DDS&T

OSI provides OSA with evaluation of the Soviet and other hostile environment threat to OSA collection platforms in the form of vulnerability studies and updated current intelligence in support of current operations.

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MEMORANDUM TO: Deputy Director, Science and Technology

SUBJECT : Fifteen Year Planning Exercise Comments

REFERENCE: A: Memorandum from EO/DDS&T, dated
16 June 1965, DD/S&T 2573-65

B: "Proposed Outline for Fifteen-Year Intelligence
Plan, TS 192619, 28 May 1965, revised
2 June 1965

1. The following comments from the Office of Special Activities on the outline (ref. B) are submitted in accordance with the request of ref. A. In some cases, where noted, comments are offered where not specifically requested. In these cases it appears to this office that there is sufficient interface or overlap of interest for Special Activities to make note of OSA interest.

2. Comments:

a. Attachment A:

Assumptions:

No comments requested, none needed.

b. Attachment B:

Intelligence Objectives:

These objectives are sufficiently wide scope to cover all current and planned activities of The Office of Special Activities. We see no expansion or deletions which can be recommended.

c. Attachment C I:

Planning Guides, Management, Program Control

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no comment.

d. Attachment C II:

Collection:

OSA interest is centered in items 1, 2, 10, and 11. In addition, we note that the SIGINT interest indicated is almost wholly in the COMINT region, some emphasis should be included on ELINT. Particular attention should be paid to the availability of a range of platforms for mobile collection systems. The implications of items 7, 8, and 9 on international relations with regard to staging bases for mobile systems will need to be considered in considerable detail.

e. Production and Analysis:

While no comments were requested from this office, it should be noted that the increasing needs for early warning and for quick reaction are tending to degrade the clear interface between the collection, the support, and the production/analysis functions. Only by a close coordination in development can the objective of early accurate analysis be reached. Two regions of particular interest are in pre-processing of information during the collection cycle, and in the improvements if the time lapse between collection and initiation of analysis. Further, it would appear

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that a part of item 5, programs for greater basic and environmental intelligence, would better be placed in part II, Collection.

f. Operations:

This office has little comment on the section; our main interest will, of course, be in the region of requirements for bases for covert action on programs under the aegis of this office.

g. Support:

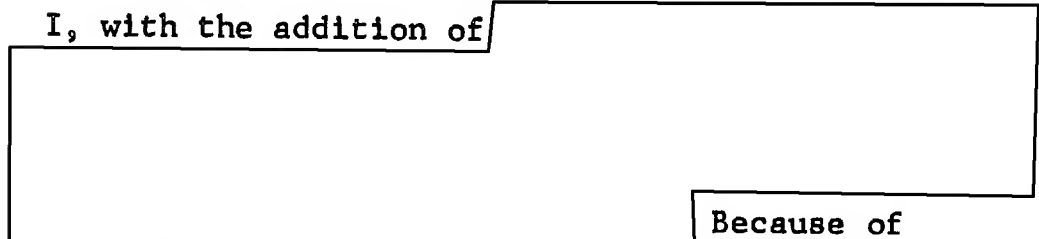
No comment was requested. However, the comments in e, above, are pertinent here. In particular, the relations between items 1 and 2 of this section, the production and analysis region, and collection provide a very grey interface region.

h. Appendixes A and A-1:

Organization of Functional Categories

i) Appendix A: generally satisfactory.

ii) Appendix A-1. The categories in section I are reasonably detailed. Section II, it would appear, could contain all the categories of section I, with the addition of



Because of some of the inherent differences in the needs and techniques, it would appear desirable to break-out

the ELINT and COMINT needs and systems. It is not clear that the breakdown in Section V, special technical systems, is appropriate in this section, COLLECTION. The special technical systems noted will, of course, lose all available pertinent collection systems, and are, basically, special production groups. Because of the timing involved, these groups are frequently in closer contact with the collecting offices than many production units.

i. Balance of Appendix A:

We have no further comments on this appendix.

j. Appendix B:

No comment was requested. However, we note that the proposed formats are not in consonance with the basic statement of the outline: specific actions for the next five years plus general directions for the next fifteen years. In addition, it should be noted that the forecasts for FY 1966 and 1967 are both becoming fairly firm at this time, so that this portion is essentially a recapitulation of budgetary submissions already made. With regard to both this and to Appendix C,; we question if it is desirable to give a forecast of Programs/Resources (for Fiscal Year 1966-1970 in July, 1966, when the FY 1966 program is accomplished, the FY 1967 program is committed, and much of the FY 1968 program is becoming firm. Greater consideration

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budget cycle; or else specific recommendations
will need be included for modification of this
accepted budget cycle.

JACK C. LEDFORD
Brigadier General, USAF
Assistant Director
(Special Activities)

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A-1

- 2. Technical Collection
- 3. Liaison Collection
- C. Dissemination, Research and Recording (including Clandestine Services separate automatic data processing for operational support)
- D. Research and Development
- E. Geographic Areas
 - 1. USSR
 - 2. EE SATS
 - 3. Communist China
 - 4. Far East
 - 5. Middle East/South Asia
 - 6. Southeast Asia
 - 7. Africa
 - 8. Western Europe
 - 9. Western Hemisphere



IV. OVERT

- A. Service Attaches
 - 1. System Wide
 - 2. Geographic Area
(Same as above)
- B. Foreign Service
 - 1. System Wide
 - 2. Geographic Area
(Same as above)

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A-1

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1. System Wide
2. Geographic Area
(Same as above)

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1. System Wide
2. Geographic Area
(Same as above)

E. Publications

1. System Wide
2. Geographic Area
(Same as above)

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V. SPECIAL TECHNICAL SYSTEMS

A. Atomic Testing

B. Missiles/Space

C. BW/CW

D. Missile Attack Warning (e.g. FMSAC)

VI. COLLECTION GUIDANCE

A. Program Wide

B. Technical Sources

1. Photography

2. SIGINT

C. Human Sources

1. Covert

2. Overt

D. Publications, Press and Monitoring

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SAMPLE

A-2

INFORMATION PROCESSING AND ADP

- I. SYSTEMS DEVELOPMENT AND MANAGEMENT
 - II. SERVICES FOR INTELLIGENCE PRODUCTION
 - III. SERVICES FOR SIGINT PRODUCTION
 - IV. SERVICES FOR PHOTO INTERPRETATION
 - V. SERVICES FOR ESPIONAGE AND COUNTERINTELLIGENCE
 - VI. SERVICES FOR COLLECTION GUIDANCE
 - VII. SERVICES FOR SUPPORT ACTIVITIES (e.g. Budget, Finance, Personnel,
Security, etc.)
- not complete*

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SAMPLE

A-3

INTELLIGENCE PRODUCTION

- I. COMMUNIST WORLD (USSR, Communist China, European Satellites, Asia Satellites, Cuba)
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

- II. WESTERN EUROPE
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

- III. AFRICA
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

- IV. NEAR EAST
 - A. Political
 - B. Economic
 - C. Military
 - D. Scientific and Technical

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A-3

V. FAR EAST

- A. Political
- B. Economic
- C. Military
- D. Scientific and Technical

VI. LATIN AMERICA

- A. Political
- B. Economic
- C. Military
- D. Scientific and Technical

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A-4

COVERT ACTION

I. COMMUNITY COORDINATION

II. PARAMILITARY

- A. Program Wide
- B. Air General
- C. Ground General
- D. Maritime General
- E. Geographic Area
 - 1. USSR
 - 2. EE SAT
 - 3. Communist China
 - 4. Far East
 - 5. Southeast Asia
 - 6. Middle East/South Asia
 - 7. Africa
 - 8. Western Europe
 - 9. Western Hemisphere

III. POLITICAL ACTION

- A. Program Wide
- B. Geographic Area
(Same as above)

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A-4

IV. MEDIA (Radio, Newspaper, etc.)

- A. Program Wide
- B. Geographic Area
(Same as above)

V. FUNCTIONAL GROUPS

- A. Program Wide
 - 1. Labor
 - 2. Youth and Students
 - 3. Intellectuals
 - 4. Agricultural
 - 5. Miscellaneous (Women, Veterans, Lawyers, etc.)
- B. Geographic Area
(Same as above)

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SAMPLE

A-5

PROGRAM PLANNING AND SUPPORT

I. PERSONNEL

- A. Executive Direction and Control
- B. Personnel Administration and Management
- C. Recruitment and Out-Placement
- D. Employee Services

II. TRAINING

- A. Executive Direction and Control
- B. Departmental Training
- C. U.S. Field Training

III. LOGISTICS

- A. Materiel and Transportation
- B. Facilities
- C. Procurement
- D. Printing
- E. General Services
- F. Industrial Security
- G. Management and Staff

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A-5

IV. COMMUNICATIONS

- A. Research and Development
- B. Special Programs Activity
- C. Communications Support

V. MEDICAL

VI. FINANCE

- A. Executive Direction and Control
- B. Accounts
- C. Audit
- D. Disbursement

VII. SECURITY

- A. Executive Direction
- B. Automatic Data Processing (See Collection III c.)
- C. Counterintelligence (See Collection III A-1 and III c.)
- D. Personnel Security
- E. Polygraph
- F. Physical Security
- G. Technical Security
- H. Investigations and Operational Support
- I. Industrial Security
- J. Special Security

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APPENDIX B

PROPOSED FORMATS FOR LONG-RANGE GOALS
AND
PROGRAM FORECASTS

B-1 and B-1a: Examples of Long-Range Goals and Program Forecasts
under Functional Category V, Information Processing/
ADP:

B-1 : Long-Range Goals 1966-1970

B-1a : Program Forecast for FY 1966

B-2 and B-2a: Examples of Long-Range Goals and Program Forecasts
under Functional Category IV, Covert Action:

B-2: Long-Range Goals 1966-1970

B-2a: Program Forecast for FY 1966

B-3, B-3a and B-3b: Examples of Long-Range Goals and Program Forecasts
under Functional Category I, Intelligence Collection:

B-3: Long-Range Goals 1966-1970

B-3a: Program Forecast for FY 1966

B-3b: Program Forecast for FY 1967

B-4 and B-4a: Examples of Long-Range Goals and Program Forecasts
under Functional Category III, Intelligence Production:

B-4: Long-Range Goals 1966-1970

B-4a: Program Forecast for FY 1966

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Appendix B-1

PROGRAM GOALS: 1966-1970

CATEGORY: INFO PROCESSING/ADP

Sub-Category

Goals

Sponsor

V. PHOTO INTER-
PRETATION

A. System Wide

To enlarge the scope and expand the responsibilities and capabilities of the National Photographic Interpretation Center so that it may provide integrated, timely exploitation of all nationally significant photographic and other image producing systems.

NPIC

B. Photo Imagery

To provide a national effort capable of handling the steadily increasing volumes of higher resolution photography and to prepare for the real-time readout of remote "dumping" systems for use in fast developing situations.

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Appendix B-4

PROGRAM GOALS: 1966-1970

CATEGORY: INTELLIGENCE PRODUCTION

<u>Sub-Category</u>	<u>Goals</u>	<u>Sponsor</u>
I. Communist World- Communist China	To expand research in depth on the develop- ing policies and programs of Communist China, in order to provide the President and the National Security Council the best possible current evaluations of Chinese actions and the best possible estimates of Chinese intentions.	CIA/DDI/RS
A. Political		

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